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# **Landscape Conservation Action Plan (LCAP) Guidance**

Landscape Partnerships

February 2013

If you require a copy of this guidance in an alternative format (large print, Braille or audio version), or if your first language is not English, we can provide it in the appropriate format or language if you ask us. It is also available in Welsh.

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## **1. Introduction**

If your Landscape Partnership (LP) application is successful at first-round, you must write a Landscape Conservation Action Plan (LCAP). This is the most important part of your second-round submission and should be your main focus of activity during the development phase. This guidance will help you to produce an LCAP and tells you what it might contain.

You will need to refer to this LCAP guidance document several times:

- when preparing your first-round application to HLF;
- during the development phase as you work on your LCAP;
- during the delivery phase, as you update your project plans, develop your scheme to capitalise on new opportunities, monitor activities and outputs, and refine your approach to evaluation; and
- when you commission and/or carry out your evaluation.

Every LP is unique, not only in terms of the physical characteristics of the landscape, but also the social context of the scheme area and surroundings, the nature of the local economy, the composition of the partnership and the differing remits of partner organisations. Your LCAP should reflect the needs of your area and of your partnership, and this guidance should be seen just as a starting point.

Together with 'Landscape Partnership Evaluation Guidance', this guidance supplements the main LP application guidance. All three documents can be found on the HLF website.

## **2. What is an LCAP?**

An LCAP is your ‘manifesto’ for the landscape, its people and its communities. It will be the focus of the partnership’s development phase, a team effort, embodying the shared aspirations and intentions of the LP partners, providing a coherent vision during the HLF funding and beyond.

In your LCAP you will:

- bring together what is known about the physical characteristics of the landscape, about different people and organisations with an interest in the landscape and the way those groups and individuals relate to it;
- summarise what it is about the area that matters, to whom and why;
- present your partnership’s agreed vision for the area;
- identify and provide details of projects that meet the nine LP programme outcomes;
- explain how your scheme will be delivered, including staffing, timetables, costs; and
- outline the intended long term legacy of your scheme and how this will be secured.

### **2.1 Who is the LCAP for and what is its purpose?**

Your LCAP is more than a document to satisfy HLF’s second-round submission requirements. A well-produced LCAP will:

- demonstrate to everyone, including partners and other funders, that your scheme is well thought through, will achieve important outcomes, and will be delivered to the highest professional standards;
- be the focus of communication, both within the partnership and beyond, presenting a clear and accurate picture of exactly what is planned and why; and
- provide you with an essential project management tool.

### **3. What LP applicants need to do, and when**

The list below sets out the different points of the LP application process in chronological order.

#### **When you are first thinking about applying for an HLF Landscape Partnership:**

- Review this guidance so that you are familiar with the role of the LCAP and what you will need to do to produce one if your first-round application is successful, including the costs of doing this work. Links to examples of LCAPs are available on the HLF website.
- You will need to assess the character of your landscape in your development phase. Locate existing Landscape Character Assessments (LCA) relevant to your area which will feed in to your first-round application. Decide if these will meet the needs of your scheme or if they need to be updated or revised, or if you need to produce a new LCA during your development phase.

#### **If your first-round application to HLF is successful, during your development phase:**

- Together with your partners, make sure you understand and agree on the purpose of your LCAP, who it is for and what it needs to contain.
- Develop your partnership and establish delivery mechanisms for your scheme, including the nature and role of your core staff team.
- Agree on the provisional structure for your LCAP. The detail is likely to change as you go along.
- Decide what work is needed to ensure you have a suitable Landscape Character Assessment, and who is doing what. The LCA is submitted with your second-round submission as an essential appendix to your LCAP.
- Confirm or revise your LP boundary. Produce a digital shapefile in ESRI or MapInfo format on open-source (copyright free) OS data.
- Decide what other information is needed, including new baseline data, and prepare briefs and commission external contractors where necessary.
- Agree on the Statement of Significance for your LP area, and work on developing your vision for its future, related to HLF's nine LP programme outcomes.
- Prepare a timetable for the key stages of your LCAP and LCA production, leaving enough time for partnership engagement and signing off the final documents before your second-round submission.
- Identify the threats to the landscape and opportunities to address these.
- Engage stakeholders in the preparation of your LCAP. This should include potential beneficiaries and the local community including those who are not currently engaged, as well as partnership members.
- Identify, prioritise and define individual projects in conjunction with the lead partner for each project.

- Before sending the second-round submission to HLF, make sure your LCAP is appropriately laid out and presented, including maps and illustrations.

**When your second-round submission is approved, and during your delivery phase:**

- Publish the LCAP in hard copy and online, excluding any sections that cannot be shared with a wider audience (for example financial accounts);
- Use the LCAP as a management tool to ensure projects are delivered in a timely way;
- Ensure the LCAP is central to all dealings with your partners, stakeholders, the press and general public, and retain a shared message;
- Review your LCAP halfway through your delivery phase to ensure the document is still fit for purpose;
- Review the detailed project plans within the LCAP on an annual basis;
- Gather baseline information about scheme outputs, update this on a regular basis and submit Data Output forms to HLF at mid-point and at the end of your delivery phase. Use this to inform your evaluation throughout the scheme and in the final evaluation report.
- Consider the future of the LP and work on your legacy plan.

**After the HLF funding has ended:**

- The maintenance and management plans for projects contained in your LCAP will need to say who is responsible for maintaining the benefits of the HLF investment.
- Your LCAP will remain relevant as a manifesto for your landscape, inspiring commitment to the area and help to secure the legacy of your work. It is a testament to the ambitions set at the start of delivery of your LP scheme.

## **4. Key features of an LCAP**

This section will help you understand the structure of the LCAP and what information the document contains.

### **4.1 How an LCAP is structured**

There should be three parts to your LCAP:

- Part 1: The scheme plan. This will contain information about your LP and the way work will be organised. It should include a description of the landscape itself: its history, people, and what matters in the landscape, the threats and opportunities, your partnership's vision for the landscape and the legacy of the LP. It will also include information about budgets, timetables and how the scheme outcomes will be achieved.
- Part 2: Non-technical summaries for each of the projects. Together these will provide an overview of all your planned activities.
- Part 3: Full project plans. These are working documents which will contain sufficient detail for each project to be properly managed and deliver planned outputs.

The LCAP will also refer to and draw on other supporting information, which you can present in appendices or separate documents, including the Landscape Character Assessment.

### **4.2 Landscape Character Assessment**

The aim of LP programme is to conserve areas of distinctive landscape character across the UK. Your LCAP and your LP scheme needs to be centred around an integrated and balanced approach to the management of landscape heritage. A high quality Landscape Character Assessment of your area will therefore underpin all your work. Further guidance on this is given at section 5.2 of this document.

### **4.3 Developing your LCAP**

The process of preparing an LCAP is as important as the LCAP itself, giving purpose to your partnership and ensuring you are ready for the scheme delivery phase. LCAP development tasks are likely to include:

- Obtaining, assessing and reviewing relevant existing landscape character assessments and where necessary producing a new or revised LCA for the partnership area;
- Finding out as much as you can about your area and about the people and communities who have a stake in it;
- Developing an agreed partnership vision for your landscape and its heritage; and
- Identifying, prioritising and defining individual projects.

### **4.4 Who uses an LCAP?**

The LCAP will be used by different audiences in different ways:



- **By HLF:** Your LCAP is the main 'supporting document' included with your second-round submission. The LCAP must provide sufficient detail to enable HLF to be sure its money is going to be used wisely and that HLF's interests and reputation will be protected. In particular the LCAP needs to show how the scheme will contribute to the nine LP programme outcomes. When you have completed your LCAP you will find that you have already answered many of the questions in the HLF application form; when you complete your second-round submission application form you can simply refer to the relevant pages or sections in your LCAP.
- **Your LP:** The LCAP will provide everyone involved in your partnership with an overview of the full scheme, helping partners effectively to oversee delivery.
- **Scheme managers:** The LCAP is the scheme manual. It will enable delivery to start as soon as HLF issues your Permission to Start, and provide a clear steer to the new staff team.
- **Delivery partners:** Some if not all of your partners will lead on the delivery of particular projects. The LCAP is the basis of their agreement with the partnership Board, setting out what they will do, and the financial and other support they will receive from the scheme. Your detailed project plans will provide essential project management tools, ensuring effective delivery of individual projects.
- **Your landscape:** Your LCAP will 'speak for' the landscape and should be of value in the future whether or not the partnership delivers some or all of your projects. It should be an authoritative and comprehensive source of information encompassing all aspects of the area.
- **Beneficiaries and the wider public:** Your LCAP will indicate, during the life of your LP scheme and beyond, what it is that you set out to achieve, why, and how. It will be the core document against which your work and its legacy will be judged.

#### **4.5 Advice on LCAP presentation and layout**

Your LCAP will rarely be read cover to cover. It should be logically laid out, with a detailed contents page and cross references between different sections. There will be elements of repetition within it and some issues – e.g. risk assessment – will need to be considered at both scheme and project level.

The inclusion of maps, photos and diagrams throughout the LCAP will cut down on the need for wordy descriptions and make the document more attractive and accessible. Your enthusiasm for your area will be brought to life if you include images from your Landscape Character Assessment such as historic maps, characteristic features or photos.

Think about the design of your document, including choice of font size and the way you use colour. The RNIB publish a set of 'clear print' guidelines, and by following this approach your LCAP will be accessible to a wide range of people.

Once the LCAP is approved and signed off by members of your partnership, produce a number of printed copies for reference. HLF require you to submit a ring-bound version, so that pages can be removed and photocopied as necessary. Once your scheme is in delivery, users will most often access the LCAP electronically so it will also need to be available in PDF or similar format and where possible available online.

## **5. How to put together your LCAP**

### **5.1 The first stages**

Developing an LCAP will help you plan, structure, cost and manage the delivery of your LP scheme. It is the responsibility of the LP as a whole, and all members will need to provide inputs and take ownership of the final plan. Delivery partners need to take the lead with the production of project plans they are responsible for. The production of a comprehensive and authoritative LCAP is a major task – undoubtedly too much for any one individual or organisation to do on their own.

LPs usually appoint a scheme manager or development officer who co-ordinates and writes much of the LCAP. This individual will provide ongoing advice to the partnership during the development stage, and in return will need to be given substantial support and guidance from partnership members and from the partnership board as a whole. The partnership should regularly come together to analyse survey findings and recommendations, reach consensus about contested issues and agree the final suite of projects.

Some aspects of LCAP production, for example specialist reports and surveys, can be outsourced. You can include the cost of this work in your development and delivery grant requests.

The LCAP is not just a compendium of what you know about an area. The LCAP is a guide to action, so make sure you allocate sufficient time and resource to interpreting the information you collect, sharing it with stake-holders, thinking imaginatively and ambitiously about what your partnership wants to achieve and then working out the practical detail of how this will be done.

### **5.2 Landscape character assessment**

A high quality Landscape Character Assessment (LCA) of your area will underpin all your work, and this is one of the first things to do during your development phase. We suggest you review existing landscape character assessments covering your area, and consider if they will adequately inform the work of your partnership. Think about:

- Whether existing LCAs have been carried out at a local enough scale;
- How long ago they were produced;
- If they are good quality and capture all the currently available relevant information; and
- The extent to which the views of different interests have been taken into account and the degree of local participation and engagement during LCA development.

As well as identifying the key characteristics of the area and what it is that makes your landscape distinctive or special, to meet the needs of the LP your LCA should also identify:

- Threats to the area's distinctiveness – what is diluting and weakening its character?
- The forces for change likely to have an impact on your landscape, which might include development pressures, changes in farming policy and support mechanisms, or climate change.

**Landscape character** is defined as 'a distinct, recognisable and consistent pattern of elements in the landscape that makes one landscape different from another, rather than better or worse'.

Landscape characterisation is the process of

- Identifying areas of distinctive character;
- Mapping them; and
- Describing their character.

The results of characterisation are then presented in a **Landscape Character Assessment (LCA)**. Some principles underlying the LCA approach:

- All landscapes have character;
- Characterisation should be 'relatively value free' – don't shy away from including subjective inputs but be transparent;
- You should separate the process of characterisation from making judgements based on that characterisation;
- Landscape characterisation is a tool to help us manage change – not to prevent it;
- Characterisation works from a European and national scale right down to a very local scale – of a parish or even an individual farm.

LCAs have been produced at a coarse scale for all of the UK.

- Natural England have divided up England into 159 National Character Area and updated profiles for each of these are currently being published.
- The Northern Ireland Character Assessment was carried out in 2000, and identified 130 distinct units of landscape.
- In Scotland a series of landscape character assessments were published by SNH in the late 1990s.
- LANDMAP, the Welsh approach to landscape assessment, is a GIS based landscape resource where landscape characteristics, qualities and influences on the landscape are recorded and evaluated into a nationally consistent data set.

These national LCAs are just a starting point. For most areas these are complemented by more local LCAs produced by local authorities, national parks and AONBs, and in some places by local communities. You should also check if you are covered by separate seascape character assessments and/or other historic landscape characterisations.

Some people will see the word 'landscape' and assume your partnership is concerned only about superficial scenic aspects of your area. To ensure there are no misunderstandings you might find it useful to make use of the definition of landscape adopted by the European Landscape Convention (ELC):

"An area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors."

This definition clarifies why landscape is so much more than just the visual: it includes physical features, built heritage, habitats, geology, archaeology, current land use and the perceptions of people who live in and visit the area. The principles of the ELC echo the philosophy of the LP programme:

- All landscapes matter. This includes towns and villages, as well as open countryside; the coast and inland areas; and ordinary or even degraded landscapes, as well as those that are afforded protection; and
- Everyone has a right to be concerned about what happens to their landscape and to be involved in decisions affecting it.

Signing up to the ELC means that the UK has committed on the one hand to protect, manage and develop our landscapes and on the other to raise landscape awareness, involvement and enjoyment amongst local and visiting communities. LP schemes are well placed to deliver this commitment.

### **5.3 Other sources of information to consider in your LCAP**

Your landscape character assessment will be the first building block in understanding your landscape, but you will want to complement this with additional material or more detailed surveys of the area's biodiversity, archaeology, visitors and the way they gain access to heritage, and the local community. Information collected informs the development of your scheme, LCAP and projects and provides baseline data relevant to your evaluation.

For example, a community survey needs to consider the people who live or work in your area, as well as those who visit for whatever reason. Focus on what these groups might want from your scheme and how they might be involved, and in particular with groups who do not currently visit but have the potential to do so in the future. The LCA process provides an excellent opportunity to engage local people and communities with your scheme at an early stage, securing their support, commitment and participation.

You may also wish to survey specific elements of the landscape (such as the condition of field boundaries) and collect together the views of interest groups (for example landowner perceptions of heritage and their response and input to your LP proposals). Whether this work is in-house, by partner organisations or contracted out, the brief for these surveys need to specify what is required for your scheme.

All reports need to include a succinct non-technical summary which can be easily incorporated into the LCAP. Reports should be made available either separately or as an LCAP appendix and use maps, photos and diagrams and good practice in terms of font size, colour etc. Copyright to any reports should lie with the partnership or the lead body and the authors should always be asked to supply their work in electronic format and hard copy.

### **5.4 Developing a vision for your landscape**

Identify what you want to achieve during the LP delivery period, while looking backwards to and create links with existing projects and initiatives in the LP area, and looking forwards to the legacy your scheme will create. You need to explicitly link your plans to HLF's nine LP programme outcomes and as part of developing your scheme vision, confirm or revise the geographical boundary of your scheme area.

## **5.5 Identifying, prioritising and defining individual projects**

The breadth of heritage found within each LP area will be vast so it is important to prioritise what your LP scheme will focus on. First-round projects will be indicative and not finalised. During the development phase, using the information you have gathered, you can plan your scheme in much greater detail. New projects may emerge; projects previously identified may, on further investigation, prove to be unviable.

Your LCAP will confirm the projects you will be delivering and set out why they have been chosen.

Identify the nature and role of your core staff team (including job descriptions etc.) and be clear about how you will manage the relationship between the partnership and organisations which will be leading on specific projects.

Explain how they contribute to your overall landscape vision, rather than just fulfilling the mission of one of your partner organisations. We only expect projects to change significantly following receipt of your second round submission if there are good reasons for making such a change.

To ensure scheme delivery can begin as soon as possible, your second-round submission should show:

- complete project plans;
- the relevant consents have been obtained (e.g. planning permission, land-owner agreement); and
- partnership funding has been secured for all year one projects.

## **5.6 Developing your partnership**

Confirm the nature and working style of the partnership board and perhaps co-opt new members if wider representation is needed. Partners should agree the board's terms of reference and sign up to a formal partnership agreement. This needs to be in place at the time of your second-round submission. The work of the partnership board could also be complemented by a stakeholder advisory group.

## **5.7 Keeping track of the LCAP production process**

You will produce several drafts of your LCAP during your development phase. Make sure all electronic and hard copies are clearly dated, and their status made clear (draft, adopted etc.). Before you submit your LCAP to HLF the partnership needs formally to adopt the plan. At this point, Part 1 (the scheme plan) should be saved in a fixed form (e.g. PDF), and once it has been accepted by HLF you should aim to publish this part of your LCAP and probably also Part 2 (project summaries) on your website. There will never be a final version of the detailed project plans (Part 3) as these are working documents subject to review and revision on at least an annual basis.

## **6. The LCAP structure**

This section of HLF guidance describes the three-part structure and contents for your LCAP, and the key information to include in each section. Don't feel you have to follow these headings – you can develop a different structure for your LCAP if that works better for your partnership and the landscape. However, please ensure you have considered all the issues below.

### **6.1 LCAP Part 1: The Scheme Plan**

#### **Summary and contents page**

The summary and contents will help people find their way round what is a reference document. The summary and the contents page should list all three parts of the LCAP. A list of maps and other illustrative material is also useful.

#### **Introduction**

The introductory section should set out the philosophy underpinning your LP. Explain to the reader:

- What it is (other than HLF funding!) which brings the partnership together, the benefits you hope to derive through joint working, and the way your partnership perceives the landscape area. Your arguments will be reinforced if you put your work in the context of the European Landscape Convention.
- The extent of the scheme area. This is best presented as a map showing the scheme boundary and principal features (roads, rivers, coastline, settlements etc.). Cover a wide enough area on the map so that those not familiar with your landscape can immediately understand where it is.
- A brief history of your partnership and the scheme, and an explanation of the period over which your scheme will be in delivery.
- The process used to produce the plan: the name of the lead author or editor, other contributors, and who was consulted.
- The status of the final document, its three-part nature, how it links to appendices and other supporting documents.
- Any gaps in the plan, elements which are still in development, and a note of any limitations.

#### **Your LP and delivery of the scheme**

This section summarises who is involved in your partnership, and what their different roles will be in delivering the scheme. Set out:

- the organisations which are members of your partnership and their interests, who is acting as the accountable or lead body, and the partnership chair;
- key points from your partnership agreement and your board's terms of reference and role of the Chair (include the full version of these documents as appendices to the LCAP);
- the purpose and frequency of partnership meetings;

- your staff team: outline of roles (full job descriptions and/or person specifications as an appendix);
- the strengths, weaknesses and risks to your scheme. Think about what might go wrong, how critical this problem might be and what steps you will take to prevent or mitigate the impact of these eventualities. Some weaknesses might relate to the partnership itself – if you lack the representation or skills needed to manage the range of heritage found in your LP area. The loss of input from key individuals could also impact on the success of your scheme;
- an outline of your financial arrangements:
  - how the common fund will be managed;
  - contributions from partners, both cash and in-kind;
  - the approach to in-kind record keeping and submission of these records;
  - how payments will be made to delivery partners and any conditions to be met;
  - quarterly reports and claims to HLF; and
  - procurement rules to be followed.

### **Your landscape area, its heritage and its people**

This section of your LCAP should pull together all that is known about your landscape and the heritage assets of your LP area. This will include the LCA and any additional information discovered during the development phase.

You can give details here about the patterns of features and associated activities which gives the area its distinctive feel, particularity and ‘sense of place’. One way to achieve this is to analyse cultural and historical associations, as well as identifying the physical attributes of the area.

We suggest you:

- describe the different kinds of heritage found within your LP area, including biodiversity, geodiversity, built heritage, archaeology, designed landscapes, earth and industrial heritage, cultural, artistic and scientific associations, and intangible heritage such as language, oral history and place names; and
- review how the landscape has developed through time. You can draw on a range of historical sources, maps and archaeological evidence including a Historic Landscape Characterisation if available. Consider the history of the area from the earliest times to the present day, identifying any key features associated with particular periods of time. Don’t forget to include the 20<sup>th</sup>- and 21<sup>st</sup>- century history, and include social history.

### **The people with a stake in your landscape**

Summarise all that is known about the people who live or work in the area, and those who may come to visit at present. Focus on who might visit the area in the future and engage with its heritage. Your analysis could start with generic information about the different communities in and around your area, including demographic and lifestyle information such as age profile, ethnic mix, housing, employment, education and measures of deprivation.

Complement this analysis with information about people's relationship with your heritage: current levels of awareness, engagement and understanding of different elements of their heritage. Describe how much people are interested in learning more about heritage or visiting new places, and what they see as the barriers preventing this happening.

Under this heading you could also usefully consider current infrastructure which facilitates engagement with heritage: public transport, condition and suitability of rights of way for different groups, and the information and interpretation now available both physically on site and online.

### **Explain your landscape area boundaries**

It's important that you justify the boundary you have chosen for your LP area, and particularly if your area exceeds HLF's recommended 200km<sup>2</sup> to reassure us that the impact of HLF funding will not be too thinly spread. The area should be based on information from the LCA, the additional planning work you have undertaken, and based on boundaries that the community recognises.

### **Management information**

Under this heading it will be useful if you:

- summarise the strategies already in place for managing the LP area, e.g. an AONB Management Plan or local authority green infrastructure strategy;
- review the impact of the principal landscape management mechanisms already being implemented in your area, such as Environmental Stewardship or Woodland Grant Schemes;
- describe how the landscape and the key parts of the heritage are managed today. If your area includes particularly large land-holdings e.g. historic estates, catchments managed by water companies, summarise the land management and any implications for heritage;
- make an assessment of the need for training provision in heritage skills in the area, both professional and volunteer. This needs to relate to the skills relevant to the projects you plan to deliver.
- identify any existing management standards you need to meet as a result of protection or designation, either across your whole area or on specific sites;
- make an assessment of the different interests or concerns of people with a particular stake where you will be delivering projects, for example private landowners or people using the area for types of recreation.

This section should be based on surveys and investigations, as well as historical sources, maps and plans. Illustrate it with photographs and, where possible, historical illustrations, maps or master plans. Refer to any more detailed supporting information such as heritage audits, inventories and any other relevant pieces of research or surveys.

### **Statement of significance**

Explain what is important about the range of heritage of your LP area, to whom and why. This should not repeat the account given in the previous section, but should pull out more subjective reasons why this area is significant. Consulting with the widest possible range of stakeholders will give a balanced and an eclectic view of the area's heritage, summarising everyone's answers to the question "What matters about this place?".



A starting point for assessing the area's significance will be existing designations, and other ways in which its heritage is formally protected. If your area is part of a protected landscape or includes conservation areas, if it is covered by archaeological and nature conservation designations, or if it contains particular features such as listed buildings, review why these designations have been made and what this tells us about the area's importance. If your area is degraded in some way, and is not subject to such designations, this status in itself tells you something about why it matters.

Your statement of significance is likely to include:

- Ways in which your heritage is of scientific importance, e.g. biodiversity or geology;
- The archaeological and historical significance of the area. What the buildings, landscape or buried remains tell us about past events;
- The cultural and human importance of the area. Has local heritage been used in films, paintings or in literature? Is the area associated with particular people? Do the buildings, spaces or designed landscapes within your area exhibit particular artistic qualities? Is the area or features within it considered to be important for spiritual reasons?
- The value placed on heritage by local people. How does the local community value its local landscape? Is it a source of formal or informal learning? How is it used for enjoyment by different parts of the community?

You could include quotations, photos and maps to illustrate this information.

This section will also demonstrate the area's heritage priorities and distinguish between things that are crucial to the landscape's significance which cannot be lost or compromised, and those which could be replaced or substituted. Think also about what is vulnerable, as some elements of heritage may already be protected through other projects, schemes and initiatives, thus less likely to be included in your scheme's programme of works.

### **Threats to the landscape and opportunities to address these**

In this section of the LCAP explore what is happening to the heritage of your area at present and what changes we might expect over coming decades.

Undertaking an assessment of the threats faced by your heritage is not indicative of a negative attitude; rather it shows your partnership is realistic and is taking a robust approach to heritage management. The advantage of a threat analysis is that it will help you to identify opportunities to safeguard or improve your heritage. Identification of these opportunities will be one of the principal drivers in prioritising your projects.

Do not confuse this assessment of threats to the landscape with the project risk analysis for your project plans. The project risk analysis will focus on challenges in delivering a particular project, rather than threats to the landscape and its heritage. There may be overlap between the two processes because delivery of your projects could potentially put some aspects of the heritage at risk. An example of this is where work to a roof in a historic building might put bats at risk.

Use the list below to think about possible threats, and prioritise them in relation to your scheme's heritage.

- **Climate change**

Climate change presents one of the biggest challenges to the conservation of all aspects of our heritage. This is likely to impact in two different ways: long term change and extreme weather events.

When thinking about the long term legacy of, for example, habitat management or habitat restoration works (over say 50 years or more) consult the UK government's climate projection scenarios <http://ukclimateprojections.defra.gov.uk> for climate and sea level for your area. These will help you identify habitats, species and built heritage likely to be resilient under different scenarios, those likely to be at risk, and where your partnership's efforts should be focussed to secure the most lasting benefits.

Take a realistic view of how climate change might impact on all aspects of your landscape's heritage, and identify opportunities to mitigate or adapt to these challenges.

- **Broader political issues and policy changes**

Global and national issues represent a threat to heritage. The state of the world and UK economy has a major impact on the resources available for heritage activities, while the challenges of water, food and energy security are likely to have a greater impact on heritage than heritage policies in themselves. Within the EU, a review of the Common Agricultural Policy could make significant changes to the present pattern of farm subsidies on which some of your work may depend.

- **Social and economic changes**

Some changes apparently unrelated to heritage can pose a threat to the landscape. These might include demographic changes (for example property prices and growth in second-home ownership), development pressures, local or regional economic drivers, changes in land management or ownership, changing cultural expectations, a decline in traditional skills and illegal activities (such as fly-tipping or illegal off-road activities by motor vehicles).

- **Attitudes and understanding**

People who live in or visit an area may feel alienated from their local heritage, which is a significant risk to its long term conservation, while conversely over-use at some sites may cause damage in the shorter term.

- **Local issues**

The condition of the heritage in your area is a starting point for your threat analysis, and you could draw on the judgement of third parties in identifying condition. Scheduled monuments may be classified as 'at risk' or priority habitats may be in unfavourable and/or declining condition, or fragmented. The threat will be significant when key species are unable to move between sites and/or are vulnerable to local extinction.

Some threats to heritage will relate to individual sites or to a number of sites. There may be issues of ownership, use, boundaries, resources, management problems, access and public expectations. Explore competing priorities such as conservation and tourism pressures too, and examine issues from all perspectives. Too many visitors may put the heritage at risk, but on the other hand if you don't have sufficient visitors you may not generate the resources to look after a site.

- **Need for long term management**

Lack of sustained management could be the biggest risk to heritage in the long term. For example, if you don't manage a reed bed it will eventually develop to willow scrub, which could result in the loss of priority Biodiversity Action Plan species such as the bittern; if you allow trees, shrubs or bracken to take over on some archaeological sites these can be damaged beyond repair.

Long term management often requires funds or other resources. In your analysis of threats you may want to consider where these might come from when the HLF grant is spent.

**Your partnership's vision for the landscape**

This critical section of your LCAP sets out your ambitions for the heritage of your area, and how you will address the needs of local and visiting communities. In drawing up your vision please bear in mind that valuing landscape heritage and understanding landscape character does not necessarily imply that we should aim to keep the landscape as it is, or try to return it to the condition it was in at some time in the past.

The easiest way to express your vision will be through a number of long-term aims or strategic objectives for conserving and managing heritage, and for participation in heritage activities in your LP area.

You need firstly to show a clear link between your vision for the LP area and:

- Other national, regional or local strategies, and local social and economic needs;
- The significance of your landscape, including the significance as perceived by the people who live, work and spend time there; and
- The potential threats faced by heritage in your area, and the opportunities to address these.

While addressing local priorities, we also want you to show us how your vision and long term ambitions will achieve the nine LP programme outcomes. In your project summaries (section 2 of the LCAP) show the relationship between your projects and these LP outcomes.

HLF's nine LP outcomes relate to heritage, people and communities:

- **LP outcomes for heritage.** With our investment, heritage will be:
  - better managed
  - in better condition
  - identified/recorded.
- **LP outcomes for people.** With our investment, people will have:
  - developed skills
  - learnt about heritage
  - volunteered time.

- **LP outcomes for communities.** With our investment:
  - environmental impacts will be reduced
  - more people and a wider range of people will have engaged with heritage
  - your local area/community will be a better place to live, work or visit.

For more detailed descriptions of these outcomes please refer to section 4b of the LP Application Guidance.

### **Planning your landscape's legacy**

Having the funds to develop and deliver a LP is a tremendous opportunity. This ethic is at the heart of HLF's Strategic Framework entitled *A lasting difference for heritage and people*. The LP programme should create sustainable legacy for our landscapes and those involved with them, and not just be seen as a period of significant capital spend and activity. We hope your partnership will buy into this philosophy, and use your scheme to create foundations which can be built on in the future by your wider partnership, the local communities and others.

The legacy from LP is diverse, relating to the range of outcomes the programme seeks to archive. Some elements of LP legacy relate to the landscape as a whole. These elements include, for example, reinforcing the identity or brand for the landscape, the way the culture of organisations involved may become more 'pro-heritage', the way organisations start to work together more effectively, and the way schemes can sometimes kick-start other ambitious heritage activities. The legacy from individual projects has physical manifestations (covering both built and natural heritage) and also encompasses people and community outcomes.

The legacy of LP schemes are secured in a number of ways:

- Either as the result of fundraising or through the development of more sustainable business models;
- Third parties (usually members of the partnership or newly created community based groups) take on a long-term legacy role for particular elements of the scheme;
- Governance arrangements are put in place to cover the whole of the LP area. It may be that the LP stays together beyond the period of HLF funding, that the partnership's lead body takes on responsibility for the scheme's legacy, or that a new Trust, social enterprise or not-for-profit company takes this on; and/or
- Legacy plans are drawn up and implemented, at either a scheme-wide or on a project-by-project basis. You will need to submit a full legacy plan to HLF a year before your scheme ends, showing how the scheme's enduring benefits will be secured.

For each aspect of your scheme and in every project plan, think about the legacy you hope to create. Some of the work you carry out – for example public awareness raising events – may appear to be ephemeral (although we never know for sure the long term impact of such engagement). However for many of your projects, think about what will endure beyond the timespan of your scheme, how works implemented as part of the LP scheme will be safeguarded and how further activities can be taken forward in the future.

Further guidance about planning for LP legacy is available on the HLF website.

### **Sources of information used in your LCAP**

In this section of your LCAP, list the sources of information you used and how they can be accessed, so that you can keep your LCAP reasonably short. Refer here to any other plans or documents that are of relevance to your landscape area, and include web links if relevant.

Your list of references is likely to include:

- your landscape character assessment;
- broader scale LCAs and Historic Landscape Characterisations which cover your area;
- species and habitat surveys ;
- condition surveys of collections, built or industrial heritage or other heritage assets;
- other site investigations, such as archaeological work or ground investigation;
- scientific studies or experimental data relating to conservation techniques or ecosystem services;
- maps, plans or other drawings of the heritage; and
- other historical research.

In each of your project plans we suggest you include a section on ‘background information’. Some of this information will relate to a number of different projects, in which case it could be listed both in the overall LCAP ‘sources of information’ section, as well as in the relevant project plans.

### **Summary of key information from your project plans**

An LP is more than just a collection of projects that happen to take place within the same geographical area. In this section, pull together key information about your individual projects and demonstrate how the totality of your scheme is more than the sum of its parts.

You should include here:

- a table of project titles and codes showing which partner or other agency is leading on each project’s delivery;
- a matrix of projects against the nine LP programme outcomes. For each project you could identify the top two or three outcomes to which it makes a contribution;
- an overall scheme timetable showing predicted start and finish dates for each project on a Gantt chart;
- if appropriate, map(s) showing project locations;
- overall budget summary for both projects and overheads, including contingency, inflation and non-recoverable VAT, and showing projected spend across the delivery years; and
- a comparison table showing the costs you identified at the first-round and the costs you are presenting at the second-round.

## **6.2 LCAP Part 2: Project plan summaries**

### **The need for project plan summaries**

Many people who use your LCAP will want to know about each of your projects, but won't need to go through full project plans. In the second part of your LCAP we suggest you include a one or two page summary of each project which is accurate but not technical. You could provide brief answers to a common set of project questions, for example:

- What is the scope of this project?
- Why is it important / why has it been included in the LP scheme?
- Who and / or what will benefit from this project?
- Who is going to manage / deliver the project?
- Where will it take place?
- What are the start and finish dates?
- What are the costs in both money and staff / volunteer time?
- Where will the resources for this project come from?
- What are the planned outputs and outcomes?
- What are the main risks associated with this project?

## **6.3 LCAP Part 3: Full project plans**

### **What to include in a full project plan**

The final part of your LCAP will contain detailed plans for each project to be carried out as part of your scheme. The table at the end of this guidance contains suggested headings. Some headings may not be relevant for smaller, more straightforward projects whereas additional sections may be required for more complex projects, so use your judgement. The plans should contain enough information for a third party or a new colleague to lead on delivery of that element of your scheme, without needing further briefing.

Every project plan should be fit for purpose. A project focused on visits to your landscape by local schools and the development of educational materials should be fairly succinct whereas a capital project involving design specifications and multiple contractors could contain several pages of description and a number of separate spreadsheets detailing activities, timelines and budgets.

Existing LP schemes use a range of software to present and manage project plans. One approach is to use Word documents for more descriptive elements and Excel spreadsheets for budgets and work plans. Another option is to use integrated project planning software such as Microsoft Project, but this may create problems if members of your partnership don't have access to the same software or are not skilled in its use. Whatever system you choose your plans need to be accessible and easily updatable.

### **Working documents**

Detailed project plans will always be a work in progress, providing a snapshot of your scheme's development at any one time. We recommend you review and revise them on at least an

annual basis. Your HLF monitor will expect you to submit updated project plans for each subsequent year on an annual basis in conjunction with an annual costed work programme.

At the time of your second-round submission we expect complete project plans for works starting in year one of your delivery phase. You should then present as much detail as you can for the projects timetabled to start in year two onwards. We expect to see much greater certainty over costs and how projects will be delivered than you described in your first-round application to HLF. However, we accept that planning for later projects in your scheme may be more tentative.

### **Presentation**

Project plans are generally presented as a table, with clear headings and with each project in a standard template. Just because the LCAP has a utilitarian purpose doesn't mean it can't be attractive and you may wish to incorporate maps, photos and diagrams.

### **Project plans: Suggested sections and headings**

<b>Heading</b>	<b>Content</b>
<b>Title and project code</b>	<p>Something simple and memorable: words that could be used in a newspaper headline.</p> <p>A scheme/project-coding system will help you keep track of your various projects.</p>
<b>Summary</b>	<p>A brief summary of the project aims, outputs, and benefits. This could be the same as your project summary presented in part 2 of the LCAP, unless there is duplication of headings.</p>
<b>Project description</b>	<p>The overall scope and purpose of the project, and the sort of activities will be undertaken.</p> <p>Why is this project important, why is it needed? Refer to any supporting studies / specialist advice you have received. Justification for why this project is part of your scheme, including a value for money assessment.</p> <p>Project location, site name, grid reference, maps.</p> <p>Site ownership, plus lease and any other management arrangements.</p> <p>Designation e.g. SSSI, Scheduled Monument etc.</p> <p>Current site condition.</p> <p>If the project is to be carried out on private land what will be the balance between public and private benefit?</p> <p>For projects which will involve physical work to restore, repair or maintain heritage assets and sites, explain how you will:</p> <ul style="list-style-type: none"> <li>• conserve or enhance each of the different types of</li> </ul>

Heading	Content
	<p>heritage</p> <ul style="list-style-type: none"> <li>• resolve any conflicts between different types of heritage</li> <li>• meet conservation standards for each kind of heritage.</li> </ul> <p>For site management projects, explain:</p> <ul style="list-style-type: none"> <li>• how you will manage visitors in a way that does not damage heritage</li> <li>• how you will deal with any potential heritage conflicts (for example managing biodiversity in a designed landscape)</li> <li>• any management standards you need to comply with, and how you will do that.</li> </ul>
<b>Beneficiaries and communication</b>	<p>Who and / or what will benefit from this project?</p> <p>Key messages for the project</p> <p>How you will ensure volunteers, staff, contractors, visitors and the wider public understand what you are doing and why?</p> <p>Communication media to be utilised.</p> <p>How you will store heritage information, update it and make sure it is accessible in the future?</p>
<b>Project buy-in</b>	<p>Who has been involved in developing the project or been consulted about it? In what ways will they be involved when it comes to project delivery?</p>
<b>Project lead</b>	<p>Delivery partner / lead organisation, including name and contact details of particular individuals. Reasons for this choice of delivery lead.</p>
<b>Partners / contractors etc.</b>	<p>List others who will be involved in the delivery of this project including for example volunteers, contractors and land-owners.</p> <p>Explain what their particular role or input will be, and provide contact details of named individuals where these are known.</p>
<b>Project development</b>	<ul style="list-style-type: none"> <li>• Changes from your first-round submission.</li> <li>• Consents and project approvals.</li> </ul>
<b>Activities and Timetable</b>	<p>Detailed proposals and specifications: what needs to happen when; start and finish dates; principal milestones e.g. issuing briefs, appointment of designers, opening of</p>



Heading	Content
	<p>facility to visitors.</p> <p>For projects of even moderate complexity the work programme is often best presented in the form of a Gantt chart.</p> <p>Refer to / include here working diagrams and consultant briefs.</p> <p>Outline and justify any particular procurement requirements, for example use of preferred contractors.</p>
<b>Budgets</b>	<p>Cost and income budget; projected cash flow. Separating out HLF contribution, partner contributions as both cash and in-kind, other income, and VAT where applicable / where this cannot be reclaimed.</p> <p>Where appropriate or useful, provide a unit cost breakdown e.g. restoration costs per hectare/ person-day costs of training provision / day rate for specialist archaeological consultancy.</p> <p>Where appropriate, detailed budget sheet for each year.</p> <p>Estimates of staff and volunteer time inputs required to deliver this project.</p>
<b>Outputs</b>	<p>What the project will deliver, e.g. restoration of field boundaries, habitat improvements, training for volunteers.</p>
<b>Output indicators and targets</b>	<p>Indicators and targets: e.g. number of people trained; hectares of land brought into favourable condition; kilometres of boundary restored.</p> <p>Note that you are also required to submit a workbook with your LCAP in which the target output data is gathered together. You will need to submit achieved output data at some point in mid-delivery, and again with your final evaluation report.</p>
<b>Outcomes</b>	<p>What outcomes will this project lead to, either on its own or in combination with other projects?</p> <p>How do these outcomes relate to HLF's nine LP programme outcomes?</p> <p>While it is a requirement that your LP scheme will contribute to all nine outcomes identified in the LP Application Guidance it is unlikely that any project will contribute to all of these. Most projects will however deliver against more than one LP outcome.</p>
<b>Evidence</b>	<p>How the outcomes will be demonstrated, with indicators (if any), perhaps together with similar outcomes from other projects over the LP scheme as a whole, in relation to existing or new baseline information.</p>
<b>Wider context</b>	<p>Links between this project and other LP projects and/or</p>

Heading	Content
	initiatives elsewhere, within or beyond the LP area.
<b>Legacy and maintenance of benefits</b>	<p>Beyond the end of HLF funding period:</p> <ul style="list-style-type: none"> <li>• What (if any) longer term legacy do you hope this project will have created / will contribute to?</li> <li>• Will additional maintenance or management works be required to secure ongoing benefits?</li> </ul> <p>If so:</p> <ul style="list-style-type: none"> <li>• Who will carry out such maintenance or management, when and what resources are needed?</li> <li>• If you are including five years' management and maintenance costs in the overall scheme costs, these should be costed separately. The increased costs of management can be part of your match funding but not your only contribution. Evidence of this future financial commitment should be shown.</li> </ul>
<b>Risks and risk Mitigation</b>	The project risk register should identify factors that might prevent this project from meeting its targets. A perceptive and robust risk analysis is indicative of a sound approach to project management. The risk table should describe the nature of the risk, its severity, likelihood it will happen and the measures being taken / to be taken to address these.
<b>Background information</b>	List any relevant management plans or policy statements relevant to this project, to the site on which it is based or the organisation which is leading on project delivery. Where possible provide web links to organisations or to specific documents.